

Logistics

Series:

GS-342 – Support Services

Administration

GS-346 – Logistics Management

GS-992 – Loss and Damage Claims

Examining

GS-1101– General Services Officer

GS-1102 – Contract Specialist*

GS-1104 – Property Disposal

GS-2003 – Supply Program

Management

GS-2010 – Inventory Management

Storage Management

GS-2101 – Transportation Specialist

GS-2130 – Traffic Management

GS-2131 – Freight Rate Series

***Note:** Employees in the GS-1102, Contract Specialist Series, although part of the logistics family, should refer to the separate Acquisition training continuum in this section.

Logistics professionals obtain the supplies, equipment, and services, both domestically and abroad, needed to conduct U.S. foreign policy. They manage the components of the supply chain (including acquisition, transportation, distribution, and warehousing) to deliver goods and services to satisfy worldwide customers' requests. Supply chain management is an integrated process that begins with planning the acquisition of customer-driven requirements for material

and services and ends with the delivery of the material to the operational customer, including the material returns and disposal segment of the process and the flow of required information in both directions among suppliers, logistics managers, and customers.

Positions in these series are concerned with directing, developing, or performing logistics management operations that involve planning, coordinating, or evaluating the logistical actions required to support a specified mission or other designated program. The work involves identifying the specific requirements for money, manpower, material, and services needed to support the program as well as correlating those requirements with program plans to assure that needed support is provided to the customer at the right time, place and price.

Logistics work requires knowledge of agency program planning, funding, and management information systems; broad knowledge of the organization and functions of activities involved in providing logistical support; and the ability to coordinate and evaluate the efforts of functional specialists to identify specific requirements and to develop and adjust plans and schedules for the actions needed to meet each requirement on time. Positions require some degree of specialized knowledge of some or all of the logistics support activities involved.

Positions may involve work related to one or more of the following functional areas:

- **Acquisition:** Planning, directing and managing the Department's acquisition programs and conducting contract operations in support of activities worldwide
- **Customer Support:** Assisting Department units and offices worldwide with logistics customer service support
- **Diplomatic Pouch and Mail:** Providing the Department's classified and unclassified pouch and mail services
- **Logistics Operations:** Operating the Washington and Regional Logistics Centers and managing the Department's motor vehicle program
- **Property Management:** Providing policy and oversight of the equipment, furniture, and furnishings owned by the Department of State located domestically and at U.S. Embassies and Consulates overseas. Providing guidance on property management operations and systems.
- **Supply:** Furnishing all types of supplies, equipment, material and non-real property to Department customers worldwide.
- **Transportation:** Providing overall direction of the Department of State's transportation program and practices and serving

as the primary point of contact with industry and other U.S. Government agencies on transportation at the Department. Managing and arranging the packing, storage, shipment, and delivery of official supplies and employees' personal effects as well as providing emergency transportation management.

- **Travel:** Providing overall direction of the Department's travel program and serving as the primary point of contact with air carriers and other U.S. Government agencies on travel at the Department
- **Warehouse Management:** Performing material management functions, including receipt and inspection, inventory management, storage, care of supplies in storage, packing, shipment or disposal of non-real property

Most Civil Service logistics professionals are employed by the Bureau of Administration's Office of Logistics Management (A/LM) in the Washington, D.C. area. There are a limited number of positions in A/LM's Despatch Agencies in Miami, New York, Seattle, and Baltimore, and at the U.S. Logistics Center in Brownsville, Texas. A few employees may occasionally be selected to go on excursion tours to posts or A/LM's overseas offices such as Antwerp or Frankfurt. There are also Civil Service Contract Specialists, General Services Officers and Support Services Specialists, located in both

regional and functional bureaus throughout the Department, who perform logistics functions for their bureaus.

Technical Competencies

The Department's subject matter experts have identified the following specific technical competencies to assist employees and managers in determining competency levels and staff development needs.

Acquisition - Knowledge of the Federal and DoS acquisition rules, regulations and procedures, including the Federal Acquisition Regulation, Department of State Acquisition Regulation, local directives, the Federal Supply System and Federal Supply Schedules as well as inspection related to Government contracts. Ability to procure supplies and services.

Computer Literacy - Skilled in performing essential computer functions, including office automation, as well as Department or bureau specific systems related to logistics management such as the Integrated Logistics Management System (ILMS) and associated legacy systems.

Customer Service - Balances interests of a variety of logistics customers and readily adjusts priorities to respond to pressing and changing customer demands. Anticipates and meets needs of customers. Achieves quality end products and is committed to the continuous improvement of logistics

services. Ability to be customer service-oriented and develop methods of providing quality service to ensure repeat business.

Financial Management - Knowledge of theories and practices of financial management. Knowledge of the costs of logistics services, including administrative and technological support. Knowledge of the budget formulation and execution process as well as understanding of working capital funds and activity-based costing. Ability to prepare, justify, and administer the budget for program area.

Global Logistics - Ability to provide the worldwide customer with the right product/service at the right place at the right time in the right condition at the right price.

Hazardous Material - Knowledge of the domestic and international regulatory requirements, special procedures, and preventive safety factors for the transportation or storage of hazardous materials both by surface and air.

Performance Measurement - Knowledge of the theories and practices of strategic planning and development of performance measures for goals and objectives supporting the plan. Ability to develop performance metrics in the field of logistics and collect, analyze and report data. Ability to use a wide variety of analytical methods, techniques, and program management evaluation processes to

analyze and evaluate performance effectiveness and efficiency. Knowledge of the Government Performance and Results Act of 1993, balanced scorecard methodology, and the impact of existing legislation on the Department's initiatives in the area of performance measurement.

Project Management - Ability to apply knowledge, skills, tools, and techniques to project activities. This encompasses the planning, scheduling, and controlling of a series of integrated tasks to successfully achieve stakeholder objectives. It involves balancing the competing demands of scope, time, costs, and quality; stakeholders with differing needs and expectations; and identified requirements (needs) and unidentified requirements (expectations).

Property Management - Knowledge of Federal property management regulations and DoS regulations (6 FAM). Ability to receive, inspect, issue, inventory, store, maintain, transfer and dispose of non-real property. Ability to implement property accountability systems to preclude fraud, waste, and mismanagement.

Sub-competencies include:

- ***Cataloging Management:*** Knowledge of the regulations and procedures used to develop item classification and identification.

- ***Care of Supplies in Storage:*** Knowledge of policies and regulations pertaining to the care of supplies in storage.

- ***Inspection:*** Ability to assess the condition and serviceability of items, to determine if maintenance is needed and cost effective or if the items should be disposed of.

- ***Inventory:*** Knowledge of regulations and policies governing the inventory management process as well as the policies and procedures to classify inventory records and classify transactions affecting the inventory. Knowledge of the process of inventory accounting, including physical inventory; reconciliation; location survey; location record audit; and the accurate processing of receipts, issues, adjustments, loans, etc. to maintain the integrity of the Department's accountable records. Ability to conduct Property Management Reviews.

- ***Material Handling Systems:*** Knowledge of material handling operations as well as knowledge of the characteristics of, and special considerations for, material handling equipment.

- ***Preservation and Packaging:*** Knowledge of policies and procedures pertaining to the packaging of materials and the marking of supplies and equipment.

Knowledge of the appropriate application of packaging material and equipment. Knowledge of policy, regulations, specifications, technical publications and economic application of state-of-the-art packaging and preservation techniques and materials, appropriate marking requirements, and their interface in the logistics field.

- **Property Disposal:** Knowledge of DoS policies and regulations governing the determination of excess, disposal and reutilization of material and equipment, including authorities and responsibilities.

- **Storage and Distribution Facilities:** Knowledge of policy and regulations governing storage and distribution facilities operations and their interfaces with resource management, transportation, preservation and packaging, safety, security, planning, operational work standards, quality assurance, data processing, and distribution functions. Knowledge of facilities suitable for the storage of supplies, equipment supply support, or personal property (for example, household goods). Knowledge of storage space control including stock location systems, layouts and storage techniques.

Quality Assurance/Quality Control - Knowledge of regulations, policies and procedures governing quality programs.

Ability to represent the Government's interest in directing and monitoring contract services. Understands the roles and responsibilities of Contracting Officer Representative (COR). Ability to perform COR functions, including contract oversight and quality control inspections, to assure that consistent quality of work is performed by contractors in accordance with statements of work.

Safety - Knowledge of DoS and OSHA procedures and precautions to be taken in the maintenance and operation of equipment and facilities.

Supply Assistance and Advice - Knowledge of the sources, responsibilities, and various means for providing assistance or advice to resolve supply problems.

Supply Chain Management - Ability to manage the components of the supply chain. (For example procurement, transportation, distribution and warehousing) to deliver goods and services that satisfy the customer's request. The supply chain is the process used by the Department of State to obtain supplies, equipment, and services, both domestically and abroad, needed to conduct the foreign policy of the United States of America.

Transportation - Knowledge of Federal and DoS regulations, policies and procedures related to the movement of goods

worldwide (including cost, routing, security, modes of travel and required delivery dates).

Sub-competencies include:

- ***Agreements:*** Ability to negotiate agreements including freight tariffs and tenders, contract statements of work for packing, hauling and warehousing services, personal services providers, and Memorandums of Understanding with other agencies. Ability to draft and issue work and task orders under appropriate contracts and tenders.
- ***Carriers:*** Knowledge of availability and suitability, including cost, tenders, tariffs of negotiated agreements of various modes of transportation, in order to arrive at the best overall routing at the lowest cost. Knowledge of rate and service negotiation practices, principles and methods as they pertain to freight, passengers and personal effects. Ability to perform pre-payment auditing services for transportation invoices.
- ***Claims:*** Knowledge of the types of information required for transportation claims processing (for example, loss and damage to personal property, carrier recovery, unearned transportation charges). Ability to interpret regulations and adjudicate exceptions and determine the merit of employee claims.
- ***Customs:*** Knowledge of Homeland Security Transportation Security Agency and U.S. Customs/Border Security inspection programs, policies, regulations and practices related to movement operations (for example, U.S. Customs/Border Security and Department of Agriculture clearance of freight and personal property). Understanding of customs regulations and practice regarding both the inbound and outbound movement of freight.
- ***Discrepancies:*** Knowledge of laws and regulations related to the reporting, liability, and accounting for lost, damaged, or destroyed property and recovery of unearned transportation charges.
- ***Documentation:*** Knowledge of policies and procedures for the preparation of transportation documents such as bills of lading, customs documents and hazardous materials certifications.
- ***Employee Counseling:*** Ability to provide employees with information on their entitlements for the moving and storing of their personal property subject to government travel orders.
- ***Regulations:*** Knowledge of traffic management policies and practices. Knowledge of Federal and State regulations governing the movement of freight and personal property. Knowledge of

regulations for shipping and UN classifications of hazardous materials (HAZMAT). Knowledge of Federal and State agencies including the Interstate Commerce Commission, Federal Maritime Commission, Department of Transportation and State Highway Administration.

- **Transportation Industry:** Knowledge of the transportation industry characteristics and environment such as the American Trucking Association, Association of American Railroads, Air Transport Association, and American Movers Conference. Knowledge of common business practices covering the transportation of both freight and personal effects, including air and inter-modal surface freight.
- **Transportation Safety:** Knowledge of agencies' laws and regulations that pertain to transportation safety such as Occupational Safety and Health and Maritime Aviation Safety.

Travel - Knowledge of Federal and DoS regulations, policies and practices related to worldwide travel of government employees on official travel orders. Ability to determine traveler's entitlements and allowances, counsel employees, negotiate with carriers, determine service levels and provide oversight and Contracting Officer's Representative (COR) support

for the Travel Management Center and travel services provider.

Sub-competencies include:

- **Agreements:** Ability to negotiate agreements to include travel management services and passenger air charter under normal and extraordinary circumstances (e.g. civil unrest).
- **Carriers:** Knowledge of rate and service negotiation practices, principles and methods as they pertain to passenger traffic.
- **Employee Counseling:** Ability to provide employees with information on their travel entitlements in accordance with their official travel orders.
- **Regulations:** Knowledge of travel regulations including the Federal Travel Regulations, Foreign Service Travel Regulations, and Joint Travel Regulations. Knowledge of GSA requirements relating to travel (e.g. City Pair Program).

Logistics: Basic Level

At the basic level, education and training standards are designed to establish fundamental qualifications and expertise in an individual's job series or career field. Your development at this level establishes the foundation for your career progression and is designed to prepare you for positions of increasing responsibility. You should complete basic level courses, activities and standards before progressing to the next higher level.

You will be exposed to fundamental logistics practices and the roles of various specialized logistics functions such as acquisition, property management, warehousing, travel and transportation. You will be expected to complete all training requirements. Rotation through structured on-the-job assignments among a variety of functional offices such as transportation and property management will help establish you as a more versatile logistics professional.

	Recommended Courses	Suggested Courses
Basic Level	<p>Orientation PN125 Orientation for Civil Service Employees (for new State Department employees) PS800 Cyber Security Awareness (distance learning; required to use OpenNet Plus)</p> <p>Technical/Acquisition/Property/Transportation</p> <p>FSI PA224 Basic Administrative Management PA360 Introduction to Supply Chain Management (distance learning)</p> <p>Acquisition for Property and Transportation Professionals Graduate School, US Department of Agriculture (USDA), ESI International</p>	<p>Technical/Acquisition/Property/Transportation</p> <p>Select courses, based on your series and work assignments, from the courses below and list of training resources located after the senior level training continuum.</p> <p>Also visit the A/LM Online Career Management Guide at http://lm.a.state.gov, then click on <i>Training and Development</i>.</p> <p>FSI PA150 CFMS System Overview and Orientation PA153 CFMS Requisition Documents PA375 ILMS Ariba Requester (distance learning)</p> <p>Acquisition for Property and Transportation Professionals FSI PA222 Introduction to Simplified Acquisitions and Requisitions Overseas (self-study)</p>

	Recommended Courses	Suggested Courses
Basic Level	<p>(ESI), Defense Acquisition University (DAU), Management Concepts, Inc. (MCI)</p> <p>Introduction to Government Contracting (USDA or ESI) or Introduction to Federal Contracting (MCI) or Federal Contracting Basics (ESI) or Contracting Overview (DAU - distance learning)</p> <p>Property and Transportation Army Management Logistics College (ALMC) Air Force Institute of Technology (AFIT) Army Transportation School (Trans) General Services Administration (GSA)</p> <p>Logistics Management Development Course (ALMC) or Introduction to Logistics (AFIT) Basic Freight Traffic Course (Trans) Relocation Allowances: FTR and JTR (GSA)</p>	<p>ESI International (ESI) Federal Supply Schedule Contracting</p> <p>Property and Transportation Institute of Logistical Management (ILM) Army Management Logistics College (ALMC), Army Transportation School (Trans), Army Correspondence Course Program (ACCP), School of Military Packaging Technology (SMPT), General Services Administration (GSA), Graduate School US Department of Agriculture (USDA)</p> <p>Introduction to Transportation and Logistics (ILM distance learning) Defense Packaging of Hazardous Materials for Transportation (SMPT) Defense Basic Preservation and Packing (SMPT and ACCP) Packaging and Handling of Electrostatic Discharge Sensitive (ESDS) Items (SMPT - ACCP) Hazardous Materials Handling (SMPT - ACCP) or Defense Hazardous Materials/Waste Handling Course ALMC or ACCP) Defense Inventory Management Course (ALMC) Temporary Duty Travel: Federal Travel Regulation (GSA) or Civilian Travel Regulations, FTR (USDA) Shipping Household Goods (GSA)</p> <p>College or University Training: Courses in area of specialization.</p>

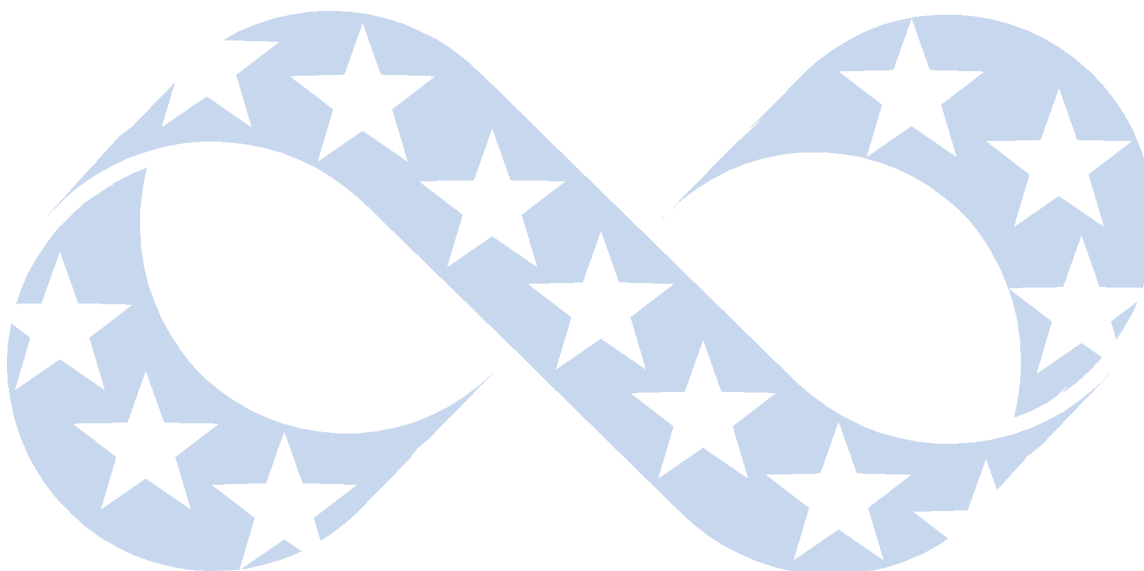
	Recommended Courses	Suggested Courses
Basic Level	<p>Communication/Interpersonal* PA143 Customer Service Training PK240 Effective Listening and Speaking Skills</p> <p>Army Management Logistics College Putting Customers First</p> <p>Leadership and Management** PT129 Team Building</p> <p>Information Technology* PS218 OpenNet Plus and the Internet PS432 MS Word 2003 Level One PS470 MS Excel 2003 Level One PS498 Intro to MS Outlook 2003 MS Internet Explorer 5.0 End User (distance learning)*** MS Office 2003 (distance learning)</p> <p>Recommended Rotational Assignments</p> <p>Select from the following:</p> <p>A/LM - Logistics Management Offices, Divisions and Branches:</p> <p>A/LM/AQM - Office of Acquisitions Management</p> <p>A/LM/OPS - Office of Logistics Operations</p> <p>A/LM/PMP - Office of Program Management</p> <p>Assignment length varies according to needs</p>	<p>Communication/Interpersonal* PK143 Proofreading PK146 Job Savvy: Skills for Workplace Success PK159 Drafting Correspondence</p> <p>Army Management Logistics College Whatever It Takes</p> <p>Leadership and Management** PT251 Productively Managing Stress</p> <p>Information Technology* PS440 MS PowerPoint 2003 Level One PS450 MS Access 2003 Level One</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit http://fsi.state.gov/fastrac on the OpenNet.</p> <p>Suggested Developmental Activities</p> <p>Read your Bureau Performance Plan and the Department's Strategic Plan</p> <p>Read professional journals/magazines such as <i>Supply Chain Management</i>, <i>Logistics Management</i>, <i>Warehouse Management</i>, <i>Logistics World</i>, or <i>Supply Chain Brain</i></p> <p>Shadow a higher graded employee for a few days</p> <p>Read laws, regulations, and other guidance applicable to your functional area (e.g. 6 FAM, Federal Travel Regulations {FTR}, Foreign Services Travel Regulations {FSTR}, Foreign Service Travel Regulation {FSTR}, Joint Travel Regulation {JTR}, Federal Acquisition Regulation {FAR}, Federal Acquisition Regulation {FAR}, Department of State Acquisition Regulation {DOSAR}, Department of State Standardized Regulations {DSSR} and USC)</p>

	Recommended Courses	Suggested Courses
Basic Level		<p>As time permits:</p> <p>Attend A/LM Academy sessions and take on-site NOVA courses</p> <p>Attend workshops/seminars/conferences in the local area on professionally relevant topics (see attached list of technical training resources)</p> <p>Visit websites of professional associations (see attached list of technical training resources)</p> <p>Go on informal visits (individually or with your supervisor or co-workers) to meet counterparts/ customers in other federal agencies/ organizations (e.g. GSA, U.S. Customs/Border Security, DLA, JWOD, NIB/NISH)</p>

*Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

** For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>.

*** Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.



Logistics: Mid-Level

At the mid-level, specialization is emphasized. You will expand your activities to include on-the-job rotational assignments, with the length of time you spend in each generally increasing.

While specialization is emphasized at the beginning of this level, you will later begin

to broaden your background toward a more cross-functional expertise in the overall processes of this career field. Development of the cross-functional specialist normally involves establishing a good foundation of experience in your primary specialty, followed later by lateral movement to a related specialty. As an example, a transportation specialist could be detailed or assigned to work in travel or acquisitions to provide a broader level of experience.

	Recommended Courses	Suggested Courses
Mid-Level (See also courses at earlier levels if not yet taken)	Technical/Acquisition/Property/Transportation FSI PA360 Introduction to Supply Chain Management (distance learning)	Technical/Acquisition/Property/Transportation Select courses, based on your series and work assignments, from the courses below and list of training resources located after the senior level training continuum. Also visit the A/LM Online Career Management Guide at http://lm.a.state.gov , then click on <i>Training and Development</i> . FSI PA135 Property Management for Custodial Officers PA137 Management Control Workshop or PA164 Management Controls Workbook (self study) PA150 CFMS-System Overview and Orientation PA153 CFMS-Requisition Documents PA160 Domestic Administrative Officer Seminar PA173 Contracting Officer Representative Update PA178 Becoming a Contracting Officer's Representative or PA296 How to be a Contracting Officer Representative (distance learning) PA177 NEPA for WIndows, Domestic Operations (Distance Learning) PA215 Principles of Appropriation Law PA291 How to Be a Certifying Officer (self-study) PA297 Purchase Card Self-Certification Training (distance learning)

	Recommended Courses	Suggested Courses
<p>Mid-Level</p> <p>(See also courses at earlier levels if not yet taken)</p>	<p>Property and Transportation</p> <p>Army Management Logistics College (ALMC), Marine Corps University (MCU)</p> <p>Installation Traffic Management (ALMC) Advanced Logistics Operations Course (MCU)</p>	<p>PA361 ILMS Ariba Approver (distance learning) PA374 ILMS Ariba Budget and Fiscal (distance learning)</p> <p>General Services Administration (GSA) Conference Planning</p> <p>Acquisition for Property and Transportation Professionals</p> <p>Defense Acquisition University (DAU), ESI International (ESI), Management Concepts Inc. (MCI), Graduate School, US Department of Agriculture (USDA), Army Management Logistics College (ALMC)</p> <p>Task Order Contracting (ESI) Evaluating a Contractor's Performance (MCI) Writing Statements of Work (ESI) or Writing Performance Work Statements (MCI) or Writing Performance-Oriented Statements of Work (USDA) or Performance Work Statements Course (ALMC) Service Contract Act Overview (MCI)</p> <p>Property and Transportation</p> <p>Institute of Logistical Management (ILM), Army Management Logistics College (ALMC), Army Correspondence Course Program (ACCP)</p> <p>Business Logistics Systems Analysis (ILM distance learning) Freight Claims Management (ILM distance learning) Warehouse Management (ILM distance learning) Defense Distribution Management - Modified (ALMC) Defense Inventory Management Course (ALMC or ACCP) Decision Analysis for Logisticians Course (ALMC) Defense Hazardous Waste Course (Refresher) (ALMC or ACCP) or Hazardous Materials Compliance (ILM distance learning) Quality Special Topics Seminar (ALMC)</p>

	Recommended Courses	Suggested Courses
<p>Mid-Level</p> <p>(See also courses at earlier levels if not yet taken)</p>	<p>Communication/Interpersonal* PA123 Managing Customer Service PK241 Writing Effective Letters & Memos</p>	<p>Project Management Project Risk Management (MCI) or Risk Management (ESI classroom or distance learning or DAU distance learning) Mastering Project Requirements (MCI) or Requirements Management (ESI) Managing Project Quality (MCI) or Quality for Project Managers (ESI classroom or distance learning) Mastering Technical Challenges and Issues (MCI distance learning) or Rapid Assessment and Recovery of Troubled Projects (ESI)</p> <p>FasTrac Distance Learning Project Management Courses</p> <p>SkillSoft Professional Project Management Professional Project Management Fundamentals* Project Procurement Planning* Project Scope Management* Project Cost Management* Project Human Resource Management* Project Quality Management* Project Communication Management* Project Integration Management* Project Risk Management*</p> <p>* PMBOK 2000 aligned – courses for PMI certification</p> <p>NetG Project Management Essentials Series Project Management Series Advanced Project Management Series Project Leadership Series</p> <p>College or University Training: Courses in area of specialization.</p> <p>Communication/Interpersonal* PD520 Visual Aid Basics</p>

	Recommended Courses	Suggested Courses
Mid-Level (See also courses at earlier levels if not yet taken)	Graduate School, US Department of Agriculture (USDA) Briefing Techniques or Speaking with Confidence	Graduate School, US Department of Agriculture (USDA) Clear Writing through Critical Thinking Writing for Results
	Leadership and Management** PK245 Basic Leadership Skills** PK246 Employee Relations Seminar PP501 International Negotiation: Art and Skills PT107 EEO/Diversity Awareness for Managers and Supervisors PT215 Team Leadership Workshop PT216 Seven Habits of Highly Effective People PT253 Negotiation Skills for Managers	Leadership and Management** PT205 Performance Management Seminar PT206 Managing Change PT211 Coaching PT212 Creative Problem Solving Workshop PT213 Starting Right: A Seminar for Program Directors PT217 Running Effective Meetings Workshop PT218 Leading A Diverse Workforce PT252 Managing Up: Working Effectively with Your Manager
	Information Technology* PS471 MS Excel 2003 Level Two PS433 MS Word 2003 Level Two Microsoft Office 2000 (distance learning)***	Information Technology* PS280 Introduction to MS Project 2000 or Microsoft Project 2000 (distance learning)*** PS441 MS PowerPoint 2003 Level Two PS451 MS Access 2003 Level Two PS418 Web Development Fundamentals Web End-User Publisher (distance learning)***
	Recommended Rotational Assignments Select from the following: A/LM – Logistics Management Offices, Divisions and Branches: A/LM/AQM – Office of Acquisitions Management A/LM/OPS – Office of Logistics Operations A/LM/PMP – Office of Program Management A - Bureau of Administration Offices and Divisions:	<div> Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit http://fsi.state.gov/fastrac on the OpenNet. </div> Suggested Developmental Activities Read your Bureau Performance Plan and the Department's Strategic Plan Read professional journals/magazines such as <i>Supply Chain Management</i> , <i>Logistics Management</i> , <i>Warehouse Management</i> , <i>Logistics World</i> , or <i>Supply Chain Brain</i> Shadow a higher graded employee for a few days Read laws, regulations, and other guidance applicable to your functional area (e.g. 6 FAM, Federal Travel Regulations {FTR}, Foreign Service Travel Regulation {FSTR}, Joint Travel Regulation

	Recommended Courses	Suggested Courses
Mid-Level (See also courses at earlier levels if not yet taken)	<p>A/OPR/ALS – Office of Allowances</p> <p>A/OPR/CR – Office of Commissary and Recreations Staff</p> <p>A/OPR/GSM – Office of General Services Management</p> <p>A/OPE – Office of the Procurement Executive</p> <p>A/RPS – Directives Management Staff</p> <p>A/SDBU – Office of Small and Disadvantaged Business</p> <p>Assignment length varies according to needs</p>	<p>{JTR}, Federal Acquisition Regulation {FAR}, Department of State Acquisition Regulation {DOSAR}, Department of State Standardized Regulations {DSSR} and USC)</p> <p>Apply for a Career Development Program such as the USDA Executive Leadership Program for Mid-Level Employees or a Congressional Fellowship****</p> <p>Apply for a long-term training opportunity or an OPM Residential Seminar****</p> <p>Apply for the Civil Service to Foreign Service Hard-to-Fill Program, a TDY, or excursion tour to an overseas embassy or consulate****</p> <p>As time permits:</p> <p>Attend A/LM Academy sessions and take on-site NOVA courses</p> <p>Attend workshops/seminars/conferences on professionally relevant topics</p> <p>Visit websites of professional associations (see list of technical training resources)</p> <p>Go on informal visits (individually or with your supervisor or co-workers) to meet counterparts/customers in other federal agencies/organizations (e.g. GSA, U.S. Customs/Border Security, DLA, JWOD, NIB/NISH)</p>

*Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

** For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PK245, Basic Leadership Skills, is a mandatory course for GS-13 employees.

*** Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.

**** More information follows after this section on *Training for Specific Series and Job Functions*

Logistics: Senior Level

By the time you reach the senior level, you should have acquired needed technical skills through a combination of classroom and on-the-job experience. You should also have advanced through a career progression that has given you in-depth knowledge in the functional areas and knowledge across the entire logistics process.

At this level, you will begin to acquire advanced training that is imperative for a broader perspective. Equally important, the need to further develop your leadership and management skills becomes critical. You should review and select leadership and management courses for this level and attend those that you may not have taken at the previous levels.

	Recommended Courses	Suggested Courses
Senior Level (See also courses at earlier levels if not yet taken)	Technical/Acquisition/Property/Transportation FSI PA137 Management Controls Workshop or PA164 Management Controls Workbook (self-study) PT208 Managing State Projects PT209 Executive Overview to Managing State Projects Property and Transportation Air Force Institute of Technology (AFIT) Logistics Executive Development Seminar (AFIT)	Technical/Acquisition/Property/Transportation Select courses, based on your series and work assignments, from the courses below and list of training resources located after the senior level training continuum. Also visit the A/LM Online Career Management Guide at http://lm.a.state.gov , then click on Training and Development. FSI PA173 Contracting Officer Representative Update PP204 Congressional Relations Property and Transportation Air Force Institute of Technology (AFIT), Institute of Logistical Management (ILM) Senior Transportation Executive Development Program (AFIT) Transportation, Logistics and the Law I and II (ILM distance learning) Project Management ESI International (ESI), Management Concepts Inc. (MCI) Management of Complex Projects (ESI) Managing Global Projects (ESI) or

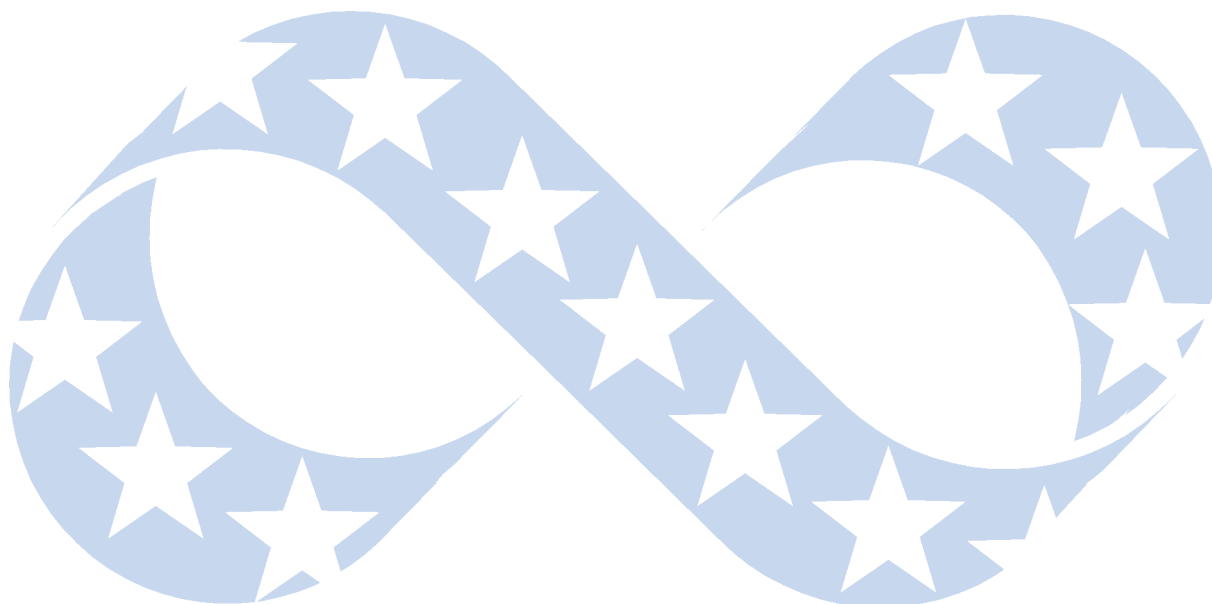
	Recommended Courses	Suggested Courses
Senior Level (See also courses at earlier levels if not yet taken)	<p>Communication/Interpersonal* Graduate School, US Department of Agriculture (USDA) Advanced Briefing Techniques</p> <p>Leadership and Management** PT133 Senior Executive Threshold Seminar ** PT207 Intermediate Leadership Skills** PT210 Advanced Leadership Skills** PT213 Starting Right: A Seminar for Program Directors PT221 Four Roles of Leadership PT224 Influence By Design</p> <p>For GS-15 and above: PT300 Leader as Facilitator PT301 Appearing Effective in the Media PT302 Testifying Before Congress PT303 Crisis Leadership PT304 Deputy Assistant Secretary as Leader PT305 Executive as Coach and Mentor</p> <p>Information Technology* Courses not taken at the mid-level as desired</p> <p>Recommended Rotational Assignments</p> <p>Select from among the following:</p> <p>Other USG Agency such as:</p> <p>GSA - General Services Administration</p> <p>DLA – Defense Logistics Agency</p> <p>HHS – Health and Human Services</p>	<p>Managing Multiple Projects and Geographically Dispersed Projects (MCI)</p> <p>Communication/Interpersonal* PY126 Speechwriting and Presentation Skills</p> <p>Leadership and Management** PD529 Strategic Planning and Performance Measurement (distance learning) PT218 Leading In A Diverse Workforce</p> <p>General Services Administration (GSA) STAR (Strategic and Tactical Advocates for IT Results) - A one-week residential seminar focusing on program and project management, leadership, security, technology, government and capital planning.</p> <p>Information Technology* Courses not taken at the mid-level as desired</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit http://fsi.state.gov/fastrac on the OpenNet.</p> <p>Suggested Developmental Activities</p> <p>Volunteer for a Departmental Task Force</p> <p>Apply for a Career Development Program such as the USDA Executive Potential Program, a Congressional Fellowship, or the Council for Excellence in Government Fellows Program***</p> <p>Apply for a long-term training opportunity or an OPM Residential Seminar***</p>

	Recommended Courses	Suggested Courses
Senior Level (See also courses at earlier levels if not yet taken)	VA – Veterans' Affairs AMC – U.S. Army Materiel Command NAVSUP – Naval Supply Systems Command AFMC – U.S. Air Force Materiel Command Intergovernmental Personnel Act assignment (For information, visit http://www.opm.gov/programs/ipa/index.asp) Assignment length varies according to needs	Apply for the Civil Service to Foreign Service Hard-to-Fill Program, a TDY, or excursion tour to an overseas embassy or consulate*** Attend an annual professional conference (see attached)

*Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

** For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PT207, Intermediate Leadership Skills, is a mandatory course for GS-14 employees. PT210, Advanced Leadership Skills, is a mandatory course for GS-15 employees. PT133 Senior Executive Threshold Seminar is a mandatory course for new Senior Executive Service (SES) employees.

*** More information follows after this section on *Training for Specific Series and Job Functions*



Technical Training Resources

The following is a list of professional organizations and public and private vendors that provide training courses, workshops, conferences and/or publications of interest to employees in this occupational family. The list is not meant to be all inclusive nor is it an endorsement of any of the vendors. Additional information is available in the A/LM Online Career Guide at <http://lmlist.state.gov/pdoCompetency/index.cfm>.

We encourage you to browse the websites below and take advantage of the opportunities they provide to develop new skills or enhance current skills.

Acronym	Organization	Website
ACCP	Army Correspondence Course Program	http://www.usapa.army.mil/pdffiles/p350_59.pdf
AFIT	Air Force Institute of Technology School of Systems and Logistics	http://www.afit.edu/
ALMC	Army Logistics Management College (Ft. Lee, VA)	http://www.almc.army.mil/
APICS	American Production and Inventory Control Society	http://www.apics.org/
ASTL	American Society for Transportation and Logistics	http://www.astl.org/
ATA	Air Transport Association	http://www.airlines.org/
BOMI	Building Owners Institute	http://www.bomi-edu.org/
CLM	Council of Logistics Management	http://www.clm1.org/
CMLC	Contract Management Learning Center	http://ncmahq.org/
DAU	Defense Acquisition University	http://www.dau.mil/
ESI	ESI International	http://www.esi-intl.com/
FAI	Federal Acquisition Institute U.S. General Services Administration	http://www.gsa.gov/fai
FLX	Federal Learning Exchange	http://www.alx.org/

Acronym	Organization	Website
GSA	General Services Administration	http://www.gsa.gov/
HMAC	HAZMAT Advisory Council/ Dangerous Goods Advisory Council	http://www.hmac.org/
HSMAI	Hospitality Sales and Marketing Association International	http://www.hsmai.org/
IDGA	Institute for Defense and Government Advancement	http://www.idga.org/
ILM	Institute of Logistical Management	http://www.logistics-edu.com/
IOPP	Institute of Packaging Professionals	http://www.iopp.org/
ISA	Institute for Supply Management	http://www.ism.ws/
IWLA	International Warehouse Logistics Association	http://www.warehouselogistics.org/
LMI	Logistics Management Institute	http://www.lmi.org/
MCI	Management Concepts Incorporated	http://www.managementconcepts.com/
MCU	Marine Corps University	http://www.mcu.usmc.mil/
MHIA	Material Handling Industry of America	http://www.mhia.org/
NCMA	National Contract Management Association	http://www.napm-ncma.org/
NIPHLE	National Institute of Packaging, Handling and Logistics Engineers	http://www.niphle.com
NTP	National Transportation Program U.S. Department of Energy	http://www.emwebwin.com/
OSHA	Occupational Safety and Health Administration, U.S. Department of Labor	http://www.osha.gov/
PI	Performance Institute	http://www.performancweb.org/
PMI	Project Management Institute	http://www.pmi.org/
SCC	Supply-Chain Council	http://www.supply-chain.org/
SCOR	Supply-Chain Management Council, Inc.	http://www.supply-chain.org/

Acronym	Organization	Website
SOLE	International Society of Logistics	http://www.sole.org/
SMPT	School of Military Packaging Technology Aberdeen Proving Grounds, MD Transportation School (Ft. Eustis, VA)	http://smpt.apg.army.mil http://www.transchool.eustis.army.mil/
TAI	Treasury Acquisition Institute U.S. Department of the Treasury	http://www.irs.gov/opportunities/ procurement/article/0,,id=125419,00.html
TSI	Transportation Safety Institute U.S. Department of Transportation	http://www.tsi.dot.gov/
USDA	Graduate School, U.S. Department of Agriculture	http://www.grad.usda.gov/
WERC	Warehouse Education and Research Council Women in Packaging	http://www.werc.org/ http://www.womeninpackaging.org/

